



## **DIVISION OF HUMAN RESOURCE MANAGEMENT DEVELOPING WORK PERFORMANCE STANDARDS**

Work performance standards are required for all classified positions. The supervisor\* is responsible for establishing the initial standards, but standards must be reviewed annually and amended, as appropriate. Employees must be given an opportunity to comment when standards are revised. (NAC 284.468)

The work performance standards form is intended to provide maximum flexibility for you to identify job elements applicable to a job. You may develop standards based on principal assignments, related factors (e.g. customer service, teamwork, etc.) or develop standards based on goals or competencies. Job elements should reflect only the principal assignments, goals and responsibilities of the job, not minor assignments and responsibilities. Minor assignments and responsibilities should, whenever possible, be included within a broader description of the principal assignments and responsibilities of the job.

Competency-based assessments are becoming more and more prevalent in organizations. Competencies are generally defined as knowledge, skills and abilities exhibited by individuals as they work to accomplish key results. Competencies may be specific to the individual job or may be applicable to all employees in an organization. Competencies that apply to all employees in the organization are referred to as "core competencies." An example of a core competency applicable to all employees in an organization may be customer service or teamwork. A competency for teamwork may be described like this:

"Openly communicates, shares ideas, and supports team members; keeps members informed of developments and plans, and works to achieve team goals."

Competencies are defined in terms of behaviors as opposed to results standards that include quantitative and qualitative measures of what is accomplished. Behavior-oriented standards focus on the manner or process in which results are accomplished. Examples of a competency-based and results-based standards for a receptionist who answers telephones may be described like this:

### Results standard (Focus on *what* is accomplished):

Answers telephone 95% of the time within the third ring.

### Behavior standard (Focus on *how* results are to be attained):

Clearly answers the telephone following prescribed telephone procedures; demonstrates good telephone demeanor; responds to callers requests for information or transfers the call to other personnel who can provide assistance.

*\*NOTE: Employee work performance standards are the foundation for a sound employee appraisal process. Employees must know what is expected of them and to what degree they will be held accountable for the standards that have been established for their job. Training on the development of work performance standards is offered on-line through the Division of Human Resource Management. Supervisors are strongly encouraged to complete this training prior to the development of work performance standards.*